



**North Central London**  
Integrated Care Board

# **NCL ICB People & Culture Annual Report**

[nclhealthandcare.org.uk](https://nclhealthandcare.org.uk)

*June 2024*

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# Executive Summary

This report sets out the performance of the People & Culture function within North Central London Integrated Care Board (NCL ICB) from July 2023 to June 2024<sup>1</sup>.

23/24 has been an extra-ordinary year for ICB staff with an organisational change programme that has spanned the full year. The level of changes during the organisational change programme and experienced by ICB staff is more so than many other ICBs. The organisational change programme has played a key role in shaping many of our workforce activities delivered throughout the year.

## Our key achievements

Whilst the focus during 23/24 has been the organisational change programme which has now been successfully completed with the transition to the new structure, there have been several programmes of work that have been completed or commenced in readiness for embedding the new organisational structure from 1 April 2024, with a focus on the programmes of work that would have the biggest impact on our staff. A summary of the achievements and key activities include:

### Change programme

- ✓ The [completion of the organisational wide change programme](#) and transition to the new organisational structure on 1 April 2024
- ✓ Implementation of [new job descriptions](#) in line with the new organisation structure, operating model and culture.
- ✓ [Harmonisation of key policies](#) to provide fairness, equity and consistency throughout the organisational change programme
- ✓ [Equality Impact Assessments undertaken at key points throughout the change programme and findings acted upon in real time](#)
- ✓ Access to [wellbeing webinars](#) tailored around the organisational change programme

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<sup>1</sup> Throughout this report reference to 23/24 pertains to the July 2023 to June 2024 period which reflects the time period of the Board approving the underpinning OD plan.

## **Staff engagement, communication and benefits**

- ✓ A [refreshed staff engagement and communication programme](#) to improve the cascade of key messages and updates and the visibility of the Executive Management Team at Directorate and organisational level.
- ✓ [All staff away day](#) to help staff understand the vision, priorities and objectives at Directorate and organisational level.
- ✓ Introduced a [buying and selling annual leave](#) scheme
- ✓ Improved [staff benefits](#) with the introduction of a car lease scheme, cycle to work scheme and access to the Blue Light card

## **Management and Leadership Development**

- ✓ Senior leadership development – to create the conditions for staff to thrive within the organisation. Including Executive Team coaching for leading a high performing organisation and system; Senior Leadership Development Programme for becoming a high performing leader and leading high performing teams and a core skills for management programme
- ✓ The roll out of a [high performing teams programme](#) is a building block of our organisation and will enable all teams to come together and agree ways of working that will enable the organisational structure to fully stand up.
- ✓ Development of a [leadership competency framework](#)
- ✓ The completion of the second cohort of the [core skills for managers programme](#)

## **Creating the right infrastructure and support**

- ✓ [Established a new People & Culture Directorate](#) and appointed to most of the roles in the new structure. The staff within the Directorate are from diverse backgrounds and have experience from a range of sectors to enable the team to better reflect our staff and our communities.
- ✓ The completion of a learning and development review that has informed a [learning and development programme for 24/25](#).
- ✓ Commencement of an [automation project](#) using AI technology to develop a virtual assistant to provide answers to high volume, low complex questions.

- ✓ Establishment of a [Women's Network](#)
- ✓ Promotion of the role of the ICB's [Wellbeing and Inclusion Guardian](#)
- ✓ Development and roll out of [Time for You principles](#) to support staff to have a better work-life balance
- ✓ Development and roll out of an [inclusive recruitment programme](#)
- ✓ Roll out of [Recruitment Inclusion Advisers](#) on all interview panels
- ✓ Participation in the Greater London Authority Anti-Racism programme and part of the legacy cohort for 2024/25

### **Diversity outcomes**

- ✓ Slight increase in [representation](#) of staff from a BME background
- ✓ Slight overall [increase in the representation](#) of staff from a BME background in roles at band 8a – Very Senior Manager (VSM) level.
- ✓ Reduction in staff from a BME background feeling [discrimination from managers, team leaders or colleagues](#).
- ✓ The relative likelihood of BME staff entering the [formal disciplinary process](#) compared to white staff has declined.
- ✓ An increase in the number of staff reporting their [disability status](#)
- ✓ The [ICB's gender mean pay gap](#) is 0.88% less than the 23/24 national gender mean pay gap and 4.57% less than the 23/24 national gender median pay gap.

### **Measures of success**

The ICB's people related performance during 23/24 has been informed by several measures including:

- The 2023 staff survey results, specifically areas of most improvement/decline since 2022
- Assessment against the key equality indicators associated with WRES, WDES, Gender Pay Gap and EDS22
- Workforce performance data including workforce profile, turnover and sickness absence trends.
- Progress against the phase 1 deliverables of the 3-year OD plan

- Feedback from trade unions and staff networks including themes from safe space conversations

## **Our performance**

### **People function**

A key factor that has affected our performance during 23/24 is that, along with all other staff in the organisation, the team within the ICB people function have faced a significant level of change. Whilst the team were leading and managing the organisational change programme and delivering the high impact programmes of work outlined above, the team themselves were affected by the change. This included significant changes to the operating model, moving from a HR Business Partner model to a People Services function with an operational hub and establishing a new organisational development structure and model. The changes were coupled with ongoing recruitment and selection to appoint to roles in the new structure.

The final structure has resulted in an investment in OD and learning and development as well as the establishment of a permanent ICS System Workforce Team.

### **3-year Organisational Development (OD) plan (2023-26)**

A 3-year OD plan was developed and approved by the board in July 2023<sup>2</sup>, together with a phase 1 plan that set out the key programmes of work planned between July 2023 and June 2024. Progress in several areas as outlined above have been made. However, in view of the impact of the organisational change programme on staff and the high number of vacancies, there was a need to delay the development and implementation date of some the activities that required staff engagement and co-production to enable more staff to participate and the result to be more meaningful. Consideration was given to the need to reach a balance between progressing quickly and overwhelming a stretched workforce that are transitioning to new roles

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<sup>2</sup> [NCL-ICB-Board-Meeting-25.7.23.pdf \(nclhealthandcare.org.uk\)](#)

and ways of working. Examples include the development of a values and behaviours framework and reviewing HR policies in line with a Just and Restorative Culture.

It is acknowledged that the OD plan was developed in 2023 setting out what was needed at the time. As the organisation matures, the priorities and areas of focus within the plan will adapt and change to ensure that it continues to develop in line with staff feedback, engagement, and needs.

### **Staff survey results and equality, diversity and inclusion (EDI)**

The staff survey results and assessment against several EDI areas show that whilst the ICB has seen some improvement in several areas including line management support, working with colleagues, Disability status representation, BME staff representation, including at senior levels and a decline in the relative likelihood of BME staff entering formal processes in comparison to white staff, our data shows there are several key themes and trends that need significant improvement so that our staff have better experiences in these areas.

It was disappointing to see that the ICB's performance against many of the WRES and WDES indicators have declined over the past year, particularly the standards relating to recruitment. Although the ICB had very few posts that were subject to open recruitment due to filling many of the posts in the new structure via the internal processes in accordance with the Change Management Policy, the EQIA results led us to develop an inclusive recruitment programme, based on best practice approaches undertaken elsewhere in the NHS, to strengthen fairer and equitable recruitment practices. Although our internal recruitment through the change programme improved our profile, this approach has not yielded the improvement in the results from external recruitment which we were hoping to see. In view of the decline in our performance this year, we will prioritise this area over the coming year.

Many of the areas of our EDI performance for example those relating to access to career progression, learning and development opportunities and experiences of

bullying and harassment also correlate to a decline at an organisational level. In turn, there are clearly some areas that we need to pay greater attention and focus to over the coming year with engagement and input from our staff networks and right external expert support, in particular the support for staff with long-term conditions and improving the likelihood of individuals with a BME background/ a disability or long-term condition being appointed from the shortlisting stage. The key areas of improvement identified from equality and inclusion performance indicators include:

- **Support with reasonable adjustments** at work, particularly for staff with a long-term condition/disability.
- The need for **well-being conversations** at a local level.
- Greater **support provisions for staff with long term conditions** including mental health, diabetes, COPD and stress.
- **Access to learning and development** opportunities, including non-mandatory training for staff at all levels, in both clinical and professional roles.
- **Fairer access to career progression** opportunities.
- **High quality appraisal discussions** with an emphasis on career and wellbeing conversations.
- The need to **improve the relative likelihood of individuals with a BME background/ a disability or long-term condition being appointed from the shortlisting stage.**
- **Bullying and harassment behaviours** experienced by staff.
- Communication and engagement of the OD plan action plan and initiatives.

### **Workforce priority areas (July 2024 to June 2025)**

One area of the OD plan that will be reviewed and revised is Equity and Inclusion - the ICB will look to develop an Equity and Inclusion programme with specific and tangible actions and set targets in line with the NHS Equality, Diversity and Inclusion improvement plan<sup>3</sup>. This targeted EDI programme will now move beyond the scope of the initial Equity and Inclusion programme that formed part of the 3-year OD plan. The following high priority areas will be delivered over the coming year and includes

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<sup>3</sup> [NHS England » NHS equality, diversity and inclusion \(EDI\) improvement plan](#)



those areas of the phase 1 OD plan that have a revised delivery date over the coming year:

- ✓ Redesigning and relaunching our **Values and Behaviours framework** with staff and staff networks, including civility and respect that will determine the acceptable and unacceptable behaviours and place a strong emphasis on the types of behaviour that create a more inclusive and **psychologically safe environment**, to enable all our staff to thrive in a safe inclusive environment.
- ✓ Continue to develop a culture of equity, positive diversity and comprehensive inclusion for all, where staff can bring their whole selves to work safe in the knowledge they will be valued and respected, through the continuation of our **High Performing Teams** and **Leadership Development programmes**.
- ✓ Roll out of a **learning and development programme** that will give staff access to clinical and professional development and greater non-mandatory training.
- ✓ Design and launch an **anti-racist programme** to enable the ICB to be an anti-racist organisation and to tackle inequality.
- ✓ Strengthen our **approach to inclusive recruitment**.
- ✓ Re-design and roll out **corporate and local induction** for new starters (staff and managers) to reflect vision and values and create an interactive experience.
- ✓ A **health and wellbeing survey** to revise, promote and deliver health and wellbeing offer to respond to survey and in line with national guidance and aligned with system arrangements.
- ✓ Work with the carers, Disabilities and Long-Term Conditions network to refresh, promote and embed the **Workplace Adjustment Passport, wellbeing conversations** and guidance for managers.
- ✓ Sign up to the national **sexual safety charter** and develop working group and plan to meet the underpinning actions.
- ✓ To successfully **stand-up the new People and Culture Directorate** and embed the new structure and develop the function in line with the national people digital strategy, #inclusive HR programme, NHS Futures programme for HR and OD professions.

- ✓ **Overhaul HR Policies and procedures** in line with Fair Experience for All and Just and Restorative practice and review employee relations reporting arrangements to include any trends in variation, themes and disparity.
- ✓ Continue Zero Touch **HR Artificial Intelligence (AI)** automation platform that empowers automated self-service actions and answers

The delivery and impact of the delivery of our workforce programme will be monitored and reported to the People and Culture Oversight Group (PCOG) and Executive Management Team (EMT).

# 1. Introduction

This annual report sets out the performance of the People & Culture Directorate within North Central London Integrated Care Board (NCL ICB) and outlines the key activities and achievements from July 2023 to June 2024<sup>4</sup>, including the ICB's performance against the equality, diversity and inclusion standards and progress against the ICB's 3-year Organisational Development (OD) plan (2023-2026) that was approved by the ICB Board in July 2023.

2023/24 has been an extra-ordinary year for NCL ICB with much of the people related priorities activities being centred around a significant organisational change programme that has spanned the full financial year. Our organisational change programme was originally envisaged to be completed by the end of the calendar year; however, the timescales were extended following the approval by NHS England for the ICB to run a voluntary redundancy scheme.

Whilst the focus of 23/24 has been the organisational change programme which has now been successfully completed with a transition to the new structure, there have been a number of programmes of work that have been delivered to better the experiences of our staff. Many of these programmes of work were associated with the change programme for example, the wellbeing support, inclusive recruitment programme and high performing team's programme. There were also other key programme that have been completed or commenced in readiness for embedding the new organisational structure from 1 April 2024, including access to learning and development opportunities, management and leadership development, staff benefits and engagement. This report provides further details of the key programmes of work we have delivered over the past year.

Whilst the year 1 priorities of the OD plan were identified in Q1 of 23/24 and we have made some progress in delivering against these areas it became clear there was a need to review the timescales of the development and implementation of

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<sup>4</sup> Throughout this report reference to 23/24 pertains to the July 2023 to June 2024 period which reflects the time period of the Board approving the underpinning OD plan.

some of these priorities in view of the impact of the organisational change programme, particularly around staff morale and engagement, the extension of the original change programme timelines and the capacity of the people function to support the change programme. In turn, the delivery timescales of some year 1 activities were revised to enable the delivery of programmes of work that were more appropriate to the needs of our staff during 23/24, and some activities that required engagement and co-design with staff have been revised to 24/25 following the transition to the new structure and recruitment to the vacancies to ensure the outputs are more meaningful for the majority of staff.

The report concludes with a forward look at the objectives and priorities of the ICB people function over the coming year. These priorities have been identified from our performance over the past year and centre around four objectives centre that include standing up and transitioning our team to a new structure that operates as a high performing team to drive our ambition for the ICB to be great place to work, and are aligned to the six pillars of the 3-year OD plan:

- To successfully deliver the ICB's organisational change programmes.
- To support the creation of a healthy culture driven by strong values, high capability and effective relationships and ways of working that will enable the ICB to adapt, perform and thrive now and in the future.
- To successfully stand-up the new People and Culture Directorate.
- To ensure the ICB meets all workforce related compliance and reporting requirements.

## 2. About our Workforce

### Workforce Representation

Whilst there has been greater staff movement than in previous years due to a number of staff leaving the organisation via the voluntary redundancy scheme, the ICB's workforce representation regarding each of the protected characteristics has remained largely the same. This is not unexpected particularly because the majority of the roles in the new structure have been filled by existing staff in line with the Change Management policy and processes.

The following summary provides an overview of the ICB workforce representation regarding each of the protected characteristics as of 31 March 2024 and a brief comparison is provided against the composition as of 31 March 2023.

- **Age:** The majority of ICB staff fall within the 41-50, followed by the 51-55 and 46-50 age groups  
[March 2023 comparison](#) - There has been little change in the composition of the age profile of ICB from 31 March 2023.
- **Disability:** The majority of staff within the ICB have declared that they do not have a disability (83%) and 9% of staff have declared a disability.  
Approximately 8% of the workforce have chosen not to declare a disability or prefer not to answer.  
[March 2023 comparison](#) - In comparison to the March 2023 data, there has been an increase in the number of staff that have confirmed whether they do/don't have a disability and a reduction in the number of staff that chose not to declare a disability (16% down to 8%).
- **Ethnic Group:** Overall, the NCL ICB workforce from BME (45%) and White backgrounds (47%) is broadly reflective of the NCL population demographic. A higher proportion of ICB staff in roles that are in bands 3 to 8a are from a BME background than a white background. In contrast, this is reversed for roles 8b to Very Senior Manager (VSM) levels.

[March 2023 comparison](#) - In comparison to the March 2023 data, the workforce representation of BME staff has largely remained relatively the same, however, there has been a reduction in the representation of staff from a White background. It should also be noted that whilst the gap has reduced at the 8b level, there remains a significantly higher proportion of staff that are from a white background than a BME background in roles at 8c to VSM level.

- **Gender Identity:** Describes how a person identifies their gender and whether they identify as male, female, intersex or a member of the trans umbrella (including but not restricted to, non-binary, gender fluid or transgender). The equality data fields relating to gender identity on ESR are restricted to female and male. Feedback has been provided to the Workforce Information Team and the national NHSE team together with IBM who manage the national ESR system to change these categorisations and make them more inclusive. The majority of the workforce identify as female (64%).

[March 2023 comparison](#) The representation of female and male staff in comparison to the March 2023 data has remained relatively the same.

- **Marriage and Civil Partnership Status:** Most staff are married, followed by having a single status.

[March 2023 comparison](#) - There has been little change in the composition of the marriage and civil partnership profile of ICB staff from 31 March 2023.

- **Sexual Orientation:** The majority of the ICB workforce identify as heterosexual/straight (approx. 83%). There are a significant proportion of staff who have not stated or have decline to provide their sexual orientation status (around 12%). Staff identifying as gay or lesbian (4%) make the third largest category, followed by bisexual (around 1%). Staff who have listed as identifying as other sexual orientation that is not listed make up the smallest proportion of our workforce (around 0.5%).

[March 2023 comparison](#) - There has been little change in the composition of the sexual orientation profile of ICB staff from 31 March 2023.

- **Religious Belief:** Nearly a quarter of staff have chosen to not declare their religious belief. Approx. 34% of staff have a religious belief of Christianity, followed by Atheism (around 15%) and Islam (around 9%).

[March 2023 comparison](#) - There has been little change in the composition of the religious belief profile of ICB staff from 31 March 2023.

It should be noted that the ICB is currently recruiting to a number of new vacant roles in the new structure. We will be looking to build and strengthen our approach to inclusive recruitment, and in turn the ICB workforce profile against each of the protected characteristics is likely to further change during 24/25.

## Workforce Trends

### Sickness Absence

The ICB's sickness absence rate for the period 1 April 2023 to 31 March 2024 was 2.39%. Whilst this rate is below the national NHS sickness rate of 5.5% and the London region sickness rate of 4.7%, there has been a 0.4% increase in the sickness absence rate to 2022/23.

The top 3 reasons for sickness absence are attributed to the following health conditions:

1. Anxiety/stress/depression and other psychiatric illnesses
2. Cold/Flu/Influenza
3. Ear, Nose and Throat

Anxiety/stress/depression and other psychiatric illnesses was also the most reported reason for sickness absence nationally.

### Turnover

The ICB's annual staff turnover rate for the period 1 April 2023 to 31 March 2024 was 25.3%. There has been a 10% increase in the turnover rate in comparison to the period 2022/23. The increase in turnover rate can be attributed to the staff that left the ICB due to the voluntary redundancy scheme. Excluding the staff that left the ICB by reason of voluntary redundancy, the main reasons for leaving were promotional opportunities, which was the highest followed by retirement and end of fixed term contracts.

## **Mandatory Training Compliance**

The ICB's overall mandatory training compliance on 31 March 2024 was 83%. The ICB has already set a target of 90% compliance rate and work is underway to increase the mandatory training compliance across the ICB.

# **3. A Year in Context**

The following contextual factors have played a key role in determining and shaping the activities and achievements of the people function:

## **Organisational Change Programme**

The ICB formally commenced an organisational change programme on 1 February 2023. The aim of the change programme was to meet the vision of the ICB that is centred around the following three key pillars:

1. To deliver the priorities, namely the Population Health and Integrated Care Strategy that will provide our communities with better care and support through more joined-up and sustainable health and care services.
2. Ensure structures and processes are fit for purpose
3. [Meet the Running Cost Allowance reduction set by NHSE](#)

The organisational change programme focused on three components (organisational design, ways of working and organisational development) and involved three phases of work over that rolled into 2023/24 and will conclude in 2024/25:

- Phase 1: Setting the design foundations and defining the ICB's future operating model.
- Phase 2: Engagement and consultation with staff and key stakeholders on the outputs of phase 1.
- Phase 3: Implementation of final structures and organisational development to support new ways of working



Phases 1 and 2 spanned the full 23/24 financial year and involved informal and formal engagement and consultation with staff to enable them as key stakeholders to feed into the final ICB organisational structure.

The majority of the roles in the new structure were filled via internal processes in accordance with the ICB's Change Management Policy. As part of the Organisational Change Programme, we were pleased to be able to offer staff the option of voluntary redundancy following approval from NHS England. Running a voluntary redundancy scheme enabled the ICB to minimise compulsory redundancy as far as possible and gave affected staff a choice about their future.

Given the extent and impact of the changes to the ICB operating model, many of the people related activities and priorities directly or indirectly centred around the change programme.

The organisation transitioned to the new structure on 1 April 2024.

The focus in 24/25 will shift to the organisational development and ways of working workstreams.

## 2023 Staff Survey Results

The ICB partakes in the annual national NHS staff survey to better understand staff experience and identify areas of improvement. While anonymous, this is monitored against demographic data and broken down by Directorate allowing us to develop actions to better support our staff.

The ICB's 2023 staff survey completion rate was 54.7%, indicating that NCL ICB has the lowest response rate this year. This is incredibly disappointing and although a decision was taken not to promote the Staff Survey during the change programme, as it was felt that it would be insensitive, it is clear by looking at the significantly worsened staff morale score, it is more likely to be indicative of the current levels of engagement across the organisation.

Although the ICB has made headway in some key areas, the results are indicative of an organisation whose staff do not consistently have a good experience. This has been amplified by, but not fully a result of, the significant organisational change undertaken throughout the past year.

## Key Findings

The staff survey results are analysed against the nine categories – the seven elements of the [People Promise](#)<sup>5</sup> which form a key part of the NHS People Plan plus staff engagement and staff morale.

It is disappointing to note that the ICB is below average against all the themes.

### Most improved areas

The main areas of improvement are attributed to line management and team behaviours, for example colleagues feeling their teams deal with disagreements constructively. This is in line with broader trends that indicate that relationships between colleagues and colleagues and managers have improved year-on-year. There has also been some improvements in the line manager/staff member relationship, including improved scores around colleagues feeling more involved in decision making around their work, and managers taking a positive interest in colleagues health and wellbeing.

These improvements can be linked to the implementation of the Core Skills for managers programme that was rolled out in 2022/23 and continued into early 2023/24. Almost 80 managers went through the 8-week programme, and, 8 participants then went on to undertake the UCLH Leadership Development Programme.

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<sup>5</sup> <https://www.england.nhs.uk/ournhspeople/online-version/lfaop/our-nhs-people-promise/>

## Areas of greatest decline

Some of our most declined scores appear as if they may be directly, or indirectly related to the change management programme. Out of our most declined scores, 3 questions specifically related staff considering leaving the organisation.

This has not been a surprise given all ICBs have had the same Running Cost Allowance (RCA) reduction challenge and so is not unique to NCL, however the scale of the organisational change programme that we have undertaken, has been more significant than many other ICBs nationally and may have had a more adverse impact on how staff view and experience the organisation.

For this reason, we re-analysed the data and looked at the next set of lowest scoring questions that were considered to not be because of the organisational change programme. These questions highlighted that access to the right learning and development opportunities, fair opportunities for career progression and the organisation taking positive action on health and wellbeing were highlighted. A more concerning decline has been recommending the organisation as a place to work.

It is acknowledged that there is a lot more to do, particularly with reference to bullying and harassment for all staff and supporting people to develop both personally and professionally.

The 2023 full staff survey report is available to view within the [May 2024 ICB Board papers](#).

## Organisational Development Plan (2023-26)

In July 2023, the Board approved a 3-year (23-26) OD plan for the ICB. The OD plan is based on the evolved Culture and Leadership Programme based on best practice, developed by Professor Michael West and sponsored by NHSE which focuses on 6 key pillars:

- **Vision and Values** - An inspiring and shared vision and values that sets a clear direction and expectations; creating a strong identity and thriving culture that fosters pride and positivity.
- **Goals and Performance** - Clear priorities and objectives at every level and intelligent data informing all about performance. Recognising and rewarding good work and ensuring resources are available and used well.
- **Learning and Innovation** - Investing in opportunities for people to nurture, grow and improve how work gets done, ensuring fair and equitable access to learning, development, innovation and career progression.
- **Support, Compassion and Wellbeing** - Nurturing a compassionate and psychologically safe culture, where staff feel cared for, valued and respected and feel confident to raise concerns knowing they will be addressed.
- **Equity and Inclusion** - Equity, positive diversity, and comprehensive inclusion for all, where staff can bring their whole selves to work safe in the knowledge they will be valued and respected.
- **Team and System Working** - Effectively functioning team and inter-team working with role clarity, shared objectives, and cooperation; working collaboratively across organisations and systems.

The overall aim of the OD plan is to: ***support the delivery of the change programme by focusing on creating a healthy culture driven by strong values, high capability and effective relationships and ways of working that will enable the NCL ICB to adapt, perform and thrive now and in the future.***

A summary of the key priorities, associated actions, expected outcomes and success measures of the OD plan can be found in Appendix 1 - NCL ICB OD Plan Progress.

### **Phase/Year 1 Actions**

Although we have been undergoing significant change, we have not been standing still in terms of starting to put in place actions to address the staff survey results in line with the 3-year OD plan approved in July 2023. Although this was not in time to materially impact the 2023 staff survey, this is a multi-year plan we anticipate that

the work undertaken should start to show some strides to improving staff experience in the organisation by the time of the 2024 survey.

A detailed summary of the Phase/Year 1 plans, timescales for delivery and associated lead responsibilities was developed in Q1 (23/24) and presented to the Board in July 2023.

Following the launch of the formal consultation on the proposed changes to the organisational structure and operating model of the ICB, it became critically important that there was a need to review the timescales for delivering some of the phase 1 priorities in particular those priorities that required co-design and engagement with staff because it became clear that there would be low meaningful engagement from staff due to the impact of the re-organisation on staff morale and the uncertainty of their future with the ICB and securing roles in the new structure. It was also important to provide managers and staff with the appropriate support and capacity to enable them to meaningfully engage during the formal consultation process, attend career transition support workshops, partake in selection processes (where required) and allow staff time to transition to new roles, teams and ways of working in the new structure.

In view of the above factors, the timescales of delivering some of the phase 1 actions, particularly those activities requiring co-design and staff engaged were revised to a later date after the transition to the new structure. Examples of activities that have a revised date of delivery during 24/25 include co-design of vision, values and behaviours framework and co-design of values-based performance management and the appraisals process. The progress against the phase/year 1 plan can be found in Appendix 1 - NCL ICB OD Plan Progress update.

## 4. 23/24 Key Activities and Achievements

Although the organisation has been undergoing significant organisational change, several new and improved workforce initiatives have been implemented to lead our people and create a work environment that is safe, healthy, compassionate and inclusive for all our staff to achieve our ambition to make the ICB a great place to work. The following section provides an overview of the key activities and achievements that are aligned to phase 1 of the OD Plan.

### Vision and Values

The key activities that have been undertaken to work towards an inspiring and shared vision and values that sets a clear direction and expectations; creating a strong identity and thriving culture that fosters pride and positivity, include:

#### **Communication and Engagement with Staff**

During 2023/24 a staff engagement and communication programme has been established to improve the cascade of key messages and updates and the visibility of the Executive Management Team. The new programme includes:

- ✓ Monthly all staff briefings led by the Chief Executive Officer (CEO) or Executive Director.
- ✓ Fortnightly email update from the CEO on key activities and programmes of work
- ✓ Fortnightly Directorate staff briefings led by the relevant Executive Director and senior leadership team
- ✓ Weekly vacancy bulletin circulated to all staff with information on the roles being advertised across the
- ✓ Refreshed intranet page to enable staff to find key information regarding working at the ICB

## **All Staff Away Day**

Following the transition to the new organisational structure on 1 April 2024, an all staff away day was arranged to bring all staff together in-person to connect with each other; reflect on the experience since the last away day in December 2022 and helping staff to understand the vision, the priorities and objectives at Directorate and organisational level.

## **Staff Engagement - Networks and Forums**

The ICB staff networks play a critical and key role to drive the equality, diversity and inclusion priorities for the organisation and the ICB continues to strengthen staff engagement of our diverse workforce via the range of staff networks and forums (BME, Carers, Disability and Long Term Conditions, LGBTQ+, Greener network, Engaging our People Forum, PCOG and Joint Partnership Group) allow colleagues to discuss experiences, offer a safe space and contributing to our workforce priorities to shape a more inclusive and fairer organisational culture.

During 2023/24 a Women's Network has been established and the governance arrangements of the networks have been strengthened with an Executive Management Team sponsor for each network and reporting arrangements to the People and Culture Oversight Group (PCOG).

## **People and Culture Directorate**

Whilst the team were leading and managing the organisational change programme and delivering the high impact programmes of work outlined throughout this report, the team themselves were going through change themselves with significant changes to the operating model.

The people function model has moved away from a HR Business Partner model to a People Services function with an operational hub and establishing a new organisational development structure and model. The changes were coupled with ongoing recruitment and selection to appoint to roles in the new structure. The majority of roles in the new structure have now been successfully filled and we are embedding the new structure.

## Goals and Performance

The key activities that have been undertaken to work towards clear priorities and objectives at every level and intelligent data informing all about performance. Recognising and rewarding good work and ensuring resources are available and used well include:

### **New Job Descriptions**

As part of the organisational change programme, there was the implementation of new job descriptions in line with the new organisation structure, operating model and culture. All job descriptions for roles in the new structure were developed and evaluated in accordance with the national job evaluation process. All job descriptions were required to be placed in standardised formats and cover all areas of the national profiles.

### **Harmonisation of key HR policies and procedures**

To ensure the organisational change programme was managed fairly, equitably and consistently, a number of key policies associated with organisational change were harmonised so that all staff were subject to the same change management process and provisions regarding pay protection arrangements and on-call remuneration.

### **Leadership competency framework**

The NHS leadership competency framework for board members was launched in February 2024 and has informed the ICB leadership competency framework which provides an aspirational foundation and aims to support all leaders from across the organisation to invest in themselves and be the best leaders they can be. The framework will be rolled out across the organisation in 2024/25.

## Learning and Innovation

The key activities that provide opportunities for people to nurture, grow and improve how work gets done, ensuring fair and equitable access to learning, development, innovation and career progression include:



### **Core skills for managers programme**

A Core Skills for Managers programme that was developed in 2022/23 continued during the early part of 2023/24. The aim of the programme is to strengthen and enhance management capability across the organisation, ensuring staff at every level are provided with the right skills and knowledge to develop, grow and support their staff and teams. The programme has the golden thread of equality and inclusion running through each module. To date, approx. 80 managers have completed the programme. This programme was followed up by providing a smaller cohort to access a Senior Leadership Programme that was delivered by UCLH. The programme was paused due to the organisational change programme but will resume in 2024/25 and continue to run on a rolling basis for all managers to access.

### **Learning and development programme**

Following a learning and development review that was undertaken in March 2024, a learning and development programme has been developed and rolled out during 2024/25. The learning and development programme will provide staff with access to key opportunities including clinical and professional development, access to role/function specific training following a training needs analysis (TNA) at Directorate level, development of a supervision model for clinical and non-clinical staff with a high-level emotional burden and re-design of the appraisal and personal development (PDR) process to better align with the ICB's business planning cycle, objectives and values and behaviours framework.

### **Leading change**

To upskill and enable managers to lead the change programme at a local level and support staff during this time, a programme of support was put in place for managers to ensure they had the right skills and knowledge. The manager's programme included a series of briefings and question and answer sessions with the Chief People Officer and Director of People, Manager's briefings, 1:1 drop-in sessions and resource packs with information, guidance, FAQs, template letters and meeting guides.

## **Ways of Working and Automation**

As part of the Organisational Change Programme, a Ways of Working design group has been set up to look at how we make decisions, how we communicate, and how our corporate processes work.

Automation and the use of technology has become a real area of focus and is linked to the transition planning for the organisation to embed the new organisational structure. The automation opportunities have been scoped out at Directorate level and include areas such as payments and invoicing, vacancy control process, incident reporting and contract signing.

The ICB is part of a small group of NHS organisations, with support from NHS England that are working with IBM to develop a generative Artificial Intelligence (AI) platform that empowers automated self-service actions and answers. The AI technology uses a virtual agent that can read and interpret several HR policies and provide answers to high volume, low complex queries.

## **Support, Compassion and Wellbeing**

The key activities that have been undertaken to nurture a compassionate and psychologically safe culture, where staff feel cared for, valued and respected and feel confident to raise concerns knowing they will be addressed include:

### **Wellbeing and Inclusion Guardian**

Following the appointment of Liz Sayce, Non-Executive Board Member as the organisation's Wellbeing and Inclusion Guardian. The role of the Wellbeing and Inclusion Guardian is to act as a critical friend to the board, challenge the board to place wellbeing and inclusion at the heart of all that they do, and hold the board to account for undertaking improvement work as required to enhance the wellbeing and inclusion of employees. The appointment and role of the Wellbeing and Inclusion guardian was promoted across the ICB, including the staff network chairs and vice-chairs.

## **Buying and selling annual leave**

The ICB is committed to supporting employees to achieve a healthy balance between their work and personal life, in the best interests of both service delivery and the wellbeing of individuals. To support this, a Buying & Selling Annual Leave policy was rolled out in 2023/24 to enable employees to have the option to request to buy up to one additional week's annual leave or sell up to one week's annual leave and is designed to give employees extra flexibility with regards to their commitments and responsibilities.

## **Financial wellbeing**

Supporting staff from a financial wellbeing perspective has become critically important, particularly with the increasing cost-of-living challenges. A range of national, regional and local financial information, resources and support have been made available for staff to access. In turn, during 23/24 the ICB has:

- ✓ Provided staff with funding to obtain a Blue Light card to receive discounts on a range of areas that are exclusively available for NHS workers.
- ✓ Rolled out access to salary sacrifice schemes including the cycle to work scheme and car lease scheme
- ✓ Provided staff with access to 1:1 pension clinics with the Pensions Manager to answer any questions and provide information on their pension/retirement options.

Financial constraints can also have an impact on staff mental health and wellbeing. Information has been shared with regards to the support pathways available via access to mental health and wellbeing champions, occupational health and the employee assistance programme.

## **Supporting staff through change**

Following a health and wellbeing survey that was undertaken in late 2022/23 and during the early stages of the organisational change programme, it was identified wellbeing support was a critical need identified by staff. In turn, staff were provided with access to the following webinars:

- ✓ Living with anxiety during uncertain times - to help staff to develop strategies to help them manage symptoms of anxiety during uncertain times.

- ✓ Navigating redundancy – to help staff understand the emotional impact of redundancy and learn practical strategies to manage wellbeing.
- ✓ Managing organisational change webinar – to help staff understand the link between change and emotional health and strategies to help themselves and others.

Support also continued to be provided via the occupational health and employee assistance programme on a range of areas including emotional support and general health and wellbeing matters.

### **Time for You Principles**

Time for You (T4U) principles were rolled out in May 2024 to support the wellbeing of staff to have a better work-life balance by creating more capacity, avoiding unnecessary information flows, creating protected time for staff during the working day and reducing a culture of working outside of core hours. Key principles have been developed around managing emails and internal meetings.

## **Equity and Inclusion**

The key activities that have been undertaken regarding equity, positive diversity, and comprehensive inclusion for all, where staff can bring their whole selves to work safe in the knowledge they will be valued and respected include:

### **Equality Impact Assessment**

Throughout the change programme, Equality Impact Assessments (EQIAs) were completed both pre and post consultation to determine the impact of the changes to the organisational structure on staff in accordance with the ICB's EQIA framework and principles to ensure 'due regard' to the public sector equality duty.

To support and inform the equality impact assessment work during the organisational change programme and following support by the staff networks, all staff were invited to update their equality information between August -September 2023. This provided staff with an opportunity to provide/update their equality information and enabled staff who hadn't declared or provided equality information to be reduced for each protected characteristic.

A number of actions were undertaken to mitigate any potential negative impact on any protected characteristic group. In turn, the outcome of the EQIAs, together with the outcome of the 22/23 Workforce Race Equality Standards (WRES) and Workforce Disability Equality Standards (WDES) determined the ICB's equality, diversity and inclusion activities during 23/24.

Key equalities work included making reasonable adjustments for staff with input from occupational health at all stages of the change programme, a robust and comprehensive Inclusive Recruitment (IR) Programme, opportunity for staff to take voluntary redundancy subject to meeting the eligibility criteria, health and wellbeing webinars and career transition support.

### **Inclusive Recruitment Programme**

One of the key programmes of our equalities work during 2023/24 was the development of an Inclusive Recruitment (IR) Programme to support the requirement of a fair and equitable process throughout the selection processes to fill roles in the new structure at different stages of the organisational change programme. Over 50 Recruitment Inclusive Advisors - representing all protected characteristics - have been trained and every single interview panel has included an Recruitment Inclusive Advisor to ensure a fair process, with a particular focus on the EQIA outcomes regarding the potential for discrimination.

All interview panels following the consultation outcome were required to have a diverse membership of 3 panel members that included the Recruitment Inclusive Adviser. All panel members were required to have completed a three-stage inclusive recruitment training programme before they can partake in the training programme.

### **Mayor of London Workforce Integration Design Lab**

To show its commitment to reducing the inequalities that young black men, older black men, black women and Pakistani and Bangladeshi women face within the workplace, the ICB joined the Mayor of London's Workforce Integration Network (WIN). Inclusive leadership remains at the core of our workforce priorities and as part of this network, the ICB also took part in the WIN Design Lab programme,

which was a 10-month EDI programme supporting large businesses to tackle the underrepresentation of Black, Asian and Minority Ethnic groups in London's labour market. The work on this programme was linked to the ICB's approach to inclusive recruitment via the Inclusive Recruitment programme that was rolled out during 23/24. The ICB has been offered continued support as part of the WIN Lab legacy programme and therefore this will continue into 24/25.

In addition, our Chief People Officer has completed a 6-month Anti-Racist Leadership Programme to increase the competence and confidence in tackling racism at an individual, team and organisational level.

## Team and System Working

The key activities undertaken to effectively function team and inter-team working with role clarity, shared objectives, and cooperation; working collaboratively across organisations and systems include:

### **Senior leadership development programme**

The ICB launched a Senior Leadership Development Programme in March 2024. This year long programme aims to invest in our most senior leaders to support them to navigate leadership in an environment that requires them to create the conditions for cultural change as well as to facilitate innovative systems leadership and thinking.

### **High Performing Teams Programme**

Recognising that high performing teams are the building block of our organisation we have invested in a High Performing Teams programme. This will enable all teams within the new organisational structure to identify new ways of working and support the development of an improved local culture to achieve our organisational objectives. This piece of work has already commenced, with 12 teams completing the programme in March. Phase One of the programme aims to complete in Summer 2024, and from there will be further developed by our OD Team to develop a continuous team development offer.

## 5. Our Equality, Diversity & Inclusion Performance

This section of the report sets out the ICB's progress against the following statutory and mandatory reporting requirements in accordance with the Public Sector Equality Duty (PSED):

- Workforce Race Equality Standards (WRES)
- Workforce Disability Equality Standards (WDES)
- Gender Pay Gap
- EDS22
- Equality Information Report

### Workforce Race Equality Standards (WRES)

This section provides a summary of the ICB's performance against the Workforce Race Equality Standard (WRES) indicators for the period 2023/24. The WRES report is the ICB's second assessment against the WRES indicators since its inception on 1 July 2022.

Our performance against the WRES indicators shows that there has been an improvement in the following areas in comparison to 2023/24:

- ✓ A slight increase in the proportion of staff from a BME background.
- ✓ A slight overall increase in the proportion of staff from a BME background in roles at band 8a – Very Senior Manager (VSM) level.
- ✓ Whilst there continues to be a higher number of staff from a White background at band 8b level, the representation gap at this level has reduced.
- ✓ The relative likelihood of BME staff entering the formal disciplinary process compared to white staff has declined.
- ✓ A reduction in staff from a BME background reporting feeling discrimination from managers, team leaders or colleagues.

In contrast there has been a decline in the following areas:

- The relative likelihood of white staff being appointed from shortlisting compared to BME staff is 5.23 times higher and an increase from 22/23 by 1.06.
- The relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff has increased.
- A decline in both staff from a white and BME background feeling that the organisation acts fairly with regards to career progression opportunities.

There continues to be a significantly higher proportion of staff that are from a white background than a BME background in roles at Band 8c, 8d, 9 and VSM level.

Please see Appendix 2 for the full 2023/24 WRES report which includes a more detailed overview of the progress against each indicator, areas the ICB is doing well in and areas the ICB needs to do better in, and key areas of priority that will be progressed as part of this year's workforce plan, with support and input from the BME network.

## **Workforce Disability Equality Standards (WDES)**

This section provides a summary of the ICB's performance against the Workforce Disability Equality Standards (WDES) indicators for the period 23/24. The WDES report is the ICB's second assessment against the WDES indicators since its inception on 1 July 2022.

Our performance against the WDES indicators shows that there has been an improvement in the following areas in comparison to 23/24:

- ✓ An increase in the number of staff that have confirmed whether they do/don't have a disability and a reduction in the number of staff that chose not to declare a disability (16% to 8%) to show more accurate representation of the profile of the workforce.

In contrast there has been a decline in the following areas:



- The relative likelihood of non-disabled applicants being appointed from shortlisting compared to disabled staff is 1.1 times higher (increased by 0.42 times).
- The percentage of staff that experienced harassment, bullying or abuse from patients, managers or colleagues is higher for disabled staff/staff with a long-term condition.
- A decline in staff engagement from both staff with a long-term condition and no long-term condition.
- A decline in the percentage of staff that feel the organisation has made adequate adjustments to enable them to carry out their work.
- A decline in the percentage of both disabled and non-disabled staff that feel the organisation acts fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age.
- An increase in the percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.
- A decline in both disabled and non-disabled staff that feel the organisation values their work.

Please see Appendix 3 for the full 2023/24 WDES report which includes a more detailed overview of the progress against each indicator, areas the ICB is doing well in and areas the ICB needs to do better in, and key areas of priority that will be progressed as part of this year's workforce plan, with support and input from the Carers, Disability and Long-Term Conditions Network.

## **Gender Pay Gap**

The gender pay gap is a measure that shows the difference in average earnings between men and women within an organisation and it should not be confused with equal pay. The gender pay gap is the difference between the hourly rate of pay of male employees and female employees. This is expressed as a percentage of the hourly pay rate of the male employees.

The gender pay gap is different from equal pay and is not a measure of equal pay.

The **mean gender pay gap** is defined as the difference between the pay of all male and female employees when added up separately and divided respectively by the total number of males, and the total number of females in the workforce. The mean gender pay gap for the ICB on 31 March 2024 is 6.8%. The office of national statistics reported the UK national mean gender pay gap in April 2023 as 7.7%<sup>6</sup>. The ICB mean gender pay gap is 0.9% below the national mean gender pay gap. The mean gender pay gap on 31 March 2024 is 0.12% less than the gender pay gap at 31 March 2023 which was 7%.

The **median gender pay gap** is defined as the difference between the pay of the middle male and middle female when all male employees and all female employees are listed from the highest to the lowest paid. The median gender pay gap for the ICB on 31 March 2024 is 9.83%. The office of national statistics reported the UK national median gender pay gap in April 2023 as 14.4%<sup>1</sup>. The ICB median gender pay gap is 4.57% below the national median gender pay gap.

Please see Appendix 4 for the full ICB 23/24 Gender Pay Gap report which includes further details of the gender pay gap measures and key areas of priority that will be progressed as part of this year's workforce plan with support and input from the newly formed Women's Network.

## **Equality Delivery System (EDS) 2022**

The Equality Delivery System (EDS) is a system that helps NHS organisations improve the services they provide for their local communities and provide better working environments, free of discrimination, for those who work in the NHS, while meeting the requirements of the Equality Act 2010. The EDS was developed by the NHS, for the NHS, taking inspiration from existing work and good practice. It originally comprised of 14 objectives addressing equality on a colleague and service

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<sup>6</sup> [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/gender-pay-gap)

user level that had to be evaluated every three years by a group of colleagues and stakeholders.

EDS underwent an update in 2022 and became EDS2022. It now comprises three Domains and 11 objectives. Domain 1 considers patients and local communities and comprises 4 objectives to assess how inclusive the organisation is for patients. The two service areas that were used as case studies for assessment were Inclusion Health and Sickle Cell. Domain 2 considers the workforce and comprises 4 objectives to assess how inclusive the organisation is for its workforce. The areas of assessment include workforce, health and wellbeing, including support to manage conditions such as obesity, diabetes, asthma, COPD and mental health conditions; staff experience of bullying, harassment and physical violence, and the access to support in these areas; and the recommendation of the organisation as a place to work. Domain 3 considers the Board leadership and comprises 3 objectives to assess Board leadership inclusion in areas including their understanding and commitment to equality and health inequalities, and risk and performance management in these areas.

To meet the mandated requirements for 2023/24 we undertook a series of engagement events between August 2023 to February 2024 with staff, including staff networks, trade union representatives and patients to explore and obtain their input and feedback on how the ICB has been performing against all 11 EDS2022 objectives.

The overall EDS grading outcome of the organisation is at the **'Developing Activity'** stage. The majority of the EDS grading outcomes for the activities and objectives under domain 1 were assessed as **'Achieving'** or **'Excelling'**.

The majority of the EDS grading outcomes for the activities and objectives under domains 2 and 3 regarding workforce were assessed as **'Achieving'**, **'Developing'** and one area within domain 2 (recommending the organisation as a place to work) was assessed as **'under achieved'**. The areas under domain 2 and 3 will be further developed as part of phase 2 of the OD plan within the 2 pillars of Support, Compassion and Wellbeing, equity and diversity and learning and innovation.

Please see Appendix 5 for the full 23/24 EDS2022 report.

## Equality Information Report

The 23/24 Equality Information report demonstrates how NCL ICB is complying with the Public Sector Equality Duty of the Equality Act 2010 and provides an overall overview of the key activities relating to the workforce and patient/community related equality priorities, including performance against the statutory reporting requirements.

Please see Appendix 6 for the full 23/24 Equality Information Report.

## 6. Phase 2 OD Plan – workforce priorities

Whilst the 3-year OD plan was developed in 2023, it is recognised that the priorities and areas of focus was reflective of the needs of the staff and organisation at that point in time. As we move forward from the organisational change programme, it is recognised that the needs of the staff and organisation will change and therefore the delivery areas against each of the pillars will be iterative and may need to change on an annual basis so it is responsive to staff feedback, engagement and needs.

The phase 2 action plan has been informed by the key trends, ICB's performance in equality, diversity and inclusion and workforce performance data identified in sections 3, 4 and 5 of this report.

- ✓ Redesigning and relaunching our **Values and Behaviours framework** with staff and staff networks, including **civility and respect** that will determine the acceptable and unacceptable behaviours and place a strong emphasis on the types of behaviour that create a more inclusive and psychologically safe environment, to enable all our staff to thrive in a safe inclusive environment.
- ✓ Strengthen approach to **inclusive recruitment practices** through debiasing recruitment and the diverse panels.
- ✓ Develop an approach to **supervision for roles** that take an emotional burden

- ✓ A **health and wellbeing** survey to revise, promote and deliver health and wellbeing offer to respond to survey and in line with national guidance and aligned with system arrangements.
- ✓ Work with the carers, Disabilities and Long-Term Conditions network to refresh, promote and embed the NCL **Workplace Adjustment Passport** and guidance for managers.
- ✓ Design and launch a programme to enable the ICB to be an **anti-racist organisation** and to tackle inequality.
- ✓ Review **support and development of Staff Networks** including formal links into ICB governance arrangements, access to funding and staff network chairs are provided with dedicated time to support the networks.
- ✓ Roll out of a **learning and development programme** that will give all staff access to clinical and professional development and greater non-mandatory training in a way that is equitable and takes into account their individual needs and objectives.
- ✓ Re-design of the **appraisal and personal development (PDR) process** to better align with the ICB's business planning cycle, objectives and values and behaviours framework.
- ✓ Refresh and continue the **core skills for managers programme**.
- ✓ Roll out of **leadership competency framework** and Directors **senior leadership development programme**
- ✓ Continuation of the **High Performing Teams programme**.
- ✓ Sign up to the **national sexual safety charter** and develop working group and plan to meet the underpinning actions.
- ✓ Re-design and roll out **corporate and local induction** for new starters (staff and managers) to reflect vision and values and create an interactive experience.
- ✓ Overhaul HR **Policies and procedures in line with Fair Experience for All** and **Just and Restorative practice** and review employee relations reporting arrangements to include any trends in variation, themes and disparity.
- ✓ To successfully **stand-up the new People and Culture Directorate** to embed the new structure and develop the function in line with the national people digital strategy.

- ✓ Development of **#inclusive HR programme** to strengthen inclusivity within the ICB people function.
- ✓ Build on the professional skills and capabilities within the team in accordance with the **NHS Futures programme for HR and OD professionals**, alongside the **People Services Digital strategy**, automation, artificial intelligence remote working, staff wellbeing, care quality and retention.
- ✓ Continue **Zero Touch HR Artificial Intelligence (AI) automation platform** that empowers automated self-service actions and answers.
- ✓ Develop and roll out **standard operating procedures** to set out how the People Services team will operate, and the roles and responsibilities of key stakeholders regarding people management processes.

Recognising the ICB needs to significantly improve the equality, diversity and inclusion performance in some key areas, the equity and inclusion part of the ICB's phase 2 action plan will now move beyond the scope of the initial 3-year OD plan in this area. The ICB will get more expert external support to improve practices in our approach to inclusive recruitment and further closing the gender gap, particularly at senior levels.

The ICB will look to develop an EDI programme with specific and tangible actions and set targets in line with the **NHS Equality, Diversity and Inclusion (EDI) improvement plan**<sup>7</sup> with engagement and input from the staff networks, People & Culture Oversight Group, Trade Unions and external expert support.

The EDI improvement plan sets out targeted actions to address the prejudice and discrimination (both direct and indirect) through behaviour, policies practices and cultures and will focus on the following key areas:

- Board and Executive Management Teams to have EDI objectives that must be assessed as part of the annual appraisal process.
- Embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity.
- Develop and implement an improvement plan to address gender, ethnicity and disability pay gaps

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<sup>7</sup> [NHS equality, diversity, and inclusion improvement plan \(england.nhs.uk\)](https://www.england.nhs.uk/equality-diversity-and-inclusion-improvement-plan/)

- Develop and implement an improvement plan to address health inequalities within the workforce.
- Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur.

The North London Partners Shared Service (NLPSS) provide a recruitment service to many of the NHS organisations across the North Central London. NLPSS recently undertook an inclusivity audit and will be taking forward recommendations to strengthen inclusive recruitment. The ICB is planning to join NLPSS in early 2025 and will be able to take forward these recommendations as part of our EDI programme.

## Measuring success

A range of measures building on the current methods are proposed to evaluate and monitor the success and impact of the NCL OD Plan, including:

- NHS Staff Survey and local surveys and pulse checks
- WRES, WDES, EDS 2022 and Gender Pay Gap data and reports.
- Workforce Performance data and reports
- Results from staff network questionnaires and safe space conversations

## Next Steps

The people function will:

- Launch and promote the phase 2 plan through a variety of communication channels and throughout the organisation to raise awareness, gain commitment and engage staff in its delivery.
- Develop the key workstreams for delivery as part of a programme plan that will identify key leads, roles and responsibilities at a senior leadership and directorate level.
- Develop a EDI programme plan with engagement and input from the staff networks, People & Culture Oversight Group, Trade Unions and external expert support.

The delivery and impact of the workforce programme plan will be monitored and reported to the People and Culture Oversight Group (PCOG) and Executive Management Team (EMT).