



North Central London
Integrated Care Board

Organisational Development Plan (2023-2026) *Progress Update*

Introduction



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Integrated Care Board

In July 2023, the Board approved a 3-year (23-26) Organisational Development (OD) plan for the ICB. The aim of the 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.*

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.

3-Year OD Plan (23-26)



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This report sets out the progress against phase/year one of the OD plan.

Whilst the 3-year OD plan was developed in 2023, the priorities and areas of focus were 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.

One of the areas of the plan that will now move beyond the scope of the initial 3-year OD plan 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.

The report concludes with an overview of the workforce priorities for the period July 2024 to June 2025. The phase 2 workforce priorities have been informed by the key workforce trends, performance data and staff engagement feedback from 2023/24. Those activities with a revised delivery date will also continue to form part of the priority areas of work during this period.

3-Year OD Plan (23-26)



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Key Priority	Priority Actions	Benefits and outcome	Measuring impact
<p>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.</p>	<ul style="list-style-type: none"> Co-create a vision and values and behaviours framework, embedding our values and expected behaviours into all that we do. Establish a staff engagement and communication programme including regular pulse checks. Review and develop on-boarding and induction to reflect vision, values, structures and operating model for existing staff and managers following the redesign and for all new staff and managers Improve visibility of senior leadership across sites and with staff at all levels of the organisations. 	<ul style="list-style-type: none"> Improved staff engagement and health and wellbeing. The practices and behaviours of all staff are visibly aligned with the values A workforce more representative of the local population and a strong sense of belonging Increased capacity due to fewer vacancies and attrition 	<ul style="list-style-type: none"> Staff survey themes-staff engagement, compassionate and inclusive, safe and healthy – improved from 2022 baseline to average with comparator benchmark by 2023 and above average by 2025. Workforce representation representative of local population by 2025 (achievement of Model Employer target) Reduction in the number of employee relations cases relating to values and behaviours
<p>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.</p>	<ul style="list-style-type: none"> Create a high-quality performance management and appraisal process aligned to the values and behaviours framework, which embeds the ICB vision and priorities Design and embed a leadership competency and behaviours framework and assessment process aligned to the NHS Leadership Compact, NCL ICB values and behaviours framework and system programmes. Design a process to ensure all job descriptions reflect the vision, values and operating model. Regularly review and report on ER cases, including timeliness, variation and disparity; ensuring regular reviews/audits are completed and embed learning. Design and deliver staff recognition and celebration programme celebrating and sharing success Establish and embed a Talent Management approach and practice. Establish a systematic succession planning process for business-critical roles. 	<ul style="list-style-type: none"> Improved staff engagement and morale Effective performance at all levels Staff contribution is recognised and valued Improved and effective leadership, more representative of the workforce and community 	<ul style="list-style-type: none"> Staff survey themes: staff engagement and morale, recognised and rewarded improved from 2022 baseline to average with comparator benchmark by 2023 and above average by 2025. Appraisal compliance at 90%. Annual staff awards programme. Achieve equity in Gender Pay Gap. Increase workforce representation at a senior level as set out in model employer by 2025, and reduce disparity ratios relating to non-mandatory training, employee relations and career progression to 1 by 2025.
<p>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.</p>	<ul style="list-style-type: none"> Continue to invest in tailored leadership and management development that embeds our vision, values and leadership competencies – create a menu of interventions and offers including access to coaching and mentoring. Upskill managers with HR and Finance information, policies, procedures and good practice in line with new structures and operating model. Develop tailored talent development plans and learning and development offer that values and supports staff through the transition and includes those training requirements outlined in the ICB training needs analysis. Design and deliver leading change programme to support managers and staff through change, transition and integration. Develop and embed innovation and continuous improvement tools and skills training. Review mandatory training requirements and reporting, and monitoring processes following restructure. Support staff to embrace digital and system change and transformation by designing and delivering training programmes that upskill staff in being able to maximise the benefits of new systems and processes. 	<ul style="list-style-type: none"> Improved capacity and capability of leadership and the workforce Able to attract and retain talent from all backgrounds Sharing best practice, learning and innovation across the system A strong learning culture with high levels of autonomy and innovation Equality of access to opportunities 	<ul style="list-style-type: none"> Staff survey themes– we are always learning, safe and healthy, staff engagement improved from 2022 baseline to average with comparator benchmark by 2023 and above average by 2025. Achieve a minimum core mandatory training compliance of 90%. Increase workforce representation at a senior level as set out in model employer by 2025 and reduce disparity ratios relating to non-mandatory training and career progression to 1 by 2025. Reduction in overall ER cases. Achieve equity in Gender Pay. % of leavers related to promotion increased from 2023 baseline

3-Year OD Plan (23-26)



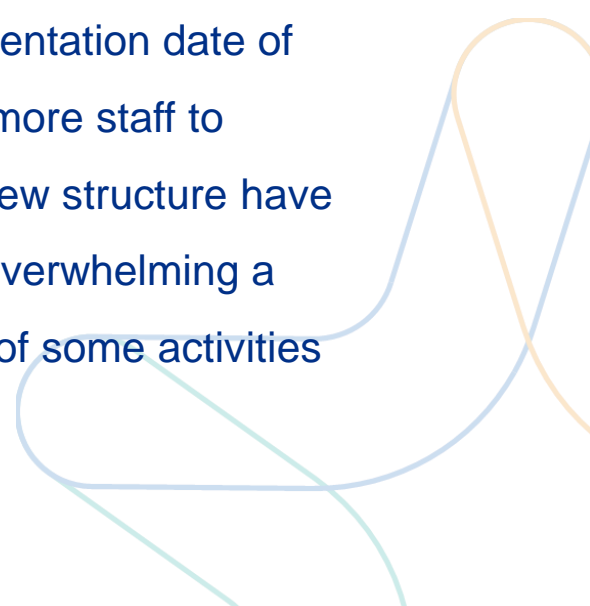
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<p>Support Compassion and wellbeing Nurturing a compassionate and psychologically safe culture, where staff feel cared for, valued and respected and feel confident to raise concerns knowing they will be addressed.</p>	<ul style="list-style-type: none"> Introduce a just and restorative culture principles and approach to employee relations, incidents and complaints. Review communication channels and access to support for staff to raise concerns. Establish access to a range of wellbeing initiatives that support people to stay well and healthy. Support staff with change process with access to immediate health and wellbeing support. Develop and embed the role of the Wellbeing and Inclusion Guardian. Review and revise flexible and agile working practices and policy. Embed a civility and respect programme to promote a positive culture and tackle aggression, bullying, discrimination and harassment. Review and strengthen the role of exit interviews to continuously inform the OD Plan. 	<ul style="list-style-type: none"> Improved staff engagement and morale Increased capacity due to improvements in attendance and retention Healthy and high performing workforce and teams Staff feel supported by their managers and feel safe to speak up More resilient, flexible and mobile workforce 	<ul style="list-style-type: none"> Staff survey themes– compassionate and inclusive; safe and healthy and we work flexibly, staff morale improved from 2022 baseline to average with comparator benchmark by 2023 and above average by 2025. Reduction in staff sickness rates to 3%; turnover to 10% and achieve stability index of >85% Reduction in overall ER cases. Reduce disparity ratios to 1 by 2025.
<p>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.</p>	<ul style="list-style-type: none"> Develop and deliver a programme to enable the ICB to be an anti-racist organisation and to tackle inequality. Complete Equality Impact Assessment (EQIA) of new structure and management of change process and continue to embed approach to sustain best practice. Develop and support staff networks to strengthen the employee voice in decision making, to change the ways things work and to create a more positive culture. Further promote and embed the NCL Workplace Adjustment Passport and guidance for managers Develop and implement plans to take positive action to address disparity in recruitment, career progression and employee relations cases (aligned to See ME First and A Fair Experience for All). Embed fair recruitment practices at all levels across the ICB 	<ul style="list-style-type: none"> Improved staff engagement and health and wellbeing. A workforce more representative of the local population and a strong sense of belonging More staff recommend the ICB as a place to work and receive treatment Fewer staff experiencing discrimination, harassment or bullying and micro aggressions Equality of access to opportunities 	<ul style="list-style-type: none"> Staff survey themes: compassionate and inclusive, staff engagement, recommendation as a place to work, safe and healthy, improved from 2022 baseline to average with comparator benchmark by 2023 and above average by 2025. Increase workforce representation at a senior level as set out in model employer by 2025 and across the workforce, reduce disparity ratios across all WRES and WDES to above the national average by 2025 Achieve equity in Gender Pay Reduction in ER cases relating to racism, bullying and harassment.
<p>Team and system working Effectively functioning team and inter-team working with role clarity, shared objectives and cooperation; working collaboratively across organisations and systems.</p>	<ul style="list-style-type: none"> Deliver change and transition sessions with teams to support operational and personal resilience during change programme. Develop and implement a high performing team development programme for the newly established teams. Develop a good practice guide for effective team communication, knowledge and information sharing. Embed an approach to team development using proven methodology Design and embed Board and Executive Team and senior leadership development programmes. Complete an annual stakeholder/partner survey to gather feedback and inform system leadership development and continuous improvement. 	<ul style="list-style-type: none"> Improved capacity and capability at team and directorate level driven by more effective team working The practices and behaviours of all staff are visibly aligned with the values A strong learning culture with high levels of autonomy and innovation Sharing best practice and learning across the system 	<ul style="list-style-type: none"> Staff survey themes– teamworking improved from 2022 baseline to at average with comparator benchmark by 2023 and above average by 2025. Reduction in the number of employee relations cases due to poor teamworking 80% of teams and managers to have been through the relevant leadership and team development programme by March 2025

Progress against phase/year one

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. There have been several programmes of work that have been successfully delivered or are in progress to be delivered to better the experiences of our staff for example, the wellbeing support, inclusive recruitment programme, leadership development, staff engagement and high performing teams' programme.

Whilst we have made progress in several areas, in view of the impact of the organisational change programme on staff and the high-levels of vacancies, there was a need to revise the development and implementation date of some the activities that required staff engagement and co-production to a later date to enable more staff to participate, when staff would have more certainty about their future, and the vacancies in the new structure have been filled. Consideration was given to the need to balance between progressing quickly and overwhelming a stretched workforce that are transitioning to new roles and ways of working. In turn, the status of some activities are shown to be in progress or a revised delivery date to later in 24/25.



Key Priority	Priority Actions	Lead	Status
Vision and Values	Codesign of vision and values and behaviours framework	Corporate	Planned to commence in Q2
	Redesign corporate induction to reflect vision and values and create an interactive experience	Corporate	In progress
	Design and provide easy access to an online on boarding resource	Corporate	In progress
	Design and implement a local values-based induction	Directorate	In progress
	Ensure staff are aware of, have access to, and dedicated time to complete corporate and local induction activities	Service/Team	In progress
	Strategic communications and engagement plan that embeds a programme of activities that gives all staff a voice, reinforces information sharing and is aligned to stakeholder, patient and citizen experience	Corporate	Ongoing
	Embed communications and engagement activities aligned to ICB strategic plan at directorate and team levels	Directorate	Complete
Goals and Performance	Review and implement new roles and job descriptions in line with new organisation structure, operating model and culture	Corporate and Directorate	Complete
	Review ER reporting arrangements to include any trends in variation, themes and disparity		In progress
	Design and embed a leadership competency and behaviours framework and assessment process aligned to the NHS Leadership compact, NCL ICB Values and Behaviours Framework and system programmes	Corporate	In progress
	Co-design a values-based performance management and appraisal process and supporting documentation that allows for values and behaviours, health and wellbeing, career and development conversations	Corporate	In progress
	Establish target (of at least 90% of staff), monitor and report on quality of and appraisal compliance	Corporate	In progress
	Embed and continuously review role designs to ensure they are fit for purpose and make the greatest use of people's skills, experiences and where possible preferences.	Directorate	Complete and ongoing

Key Priority	Priority Actions	Lead	Status
Learning and Innovation	Deliver Leading Change programme for managers and staff	Corporate	Complete
	Review and revise online mandatory core training in line with new roles and ways of working and in line with national standards	Corporate	In progress
	Review and deliver mentoring and coaching programme for managers and staff to support change programme and beyond, with particular focus on aspiring managers and leaders and those with a protected characteristic	Corporate	Complete
	Finalise an NCL ICB training needs analysis (TNA) that reflects the requirements for the new operating model including quality improvement and strategic commissioning	Corporate and Directorates	Complete
	Ensure all staff as part of their annual appraisal have an up-to-date personal development plan and dedicated time for learning and development aligned to NCL ICB TNA	Directorate/Service and team	In progress
	Review and design a leadership and management development offer that is aligned to national and system programmes, the ICB TNA and Leadership Competency Framework and incorporates recommendations from the ways of working workstream	Corporate	Complete
	In partnership with national and local stakeholders commission where required and deliver revised Leadership and Management Development offer	Corporate	In progress and roll out postponed to 24/25
	With system partners embed a training and development programme to strengthen skills in quality improvement (IMPACT)	Corporate and Directorates	In progress
Support, compassion and wellbeing	Complete Health and Wellbeing survey and revise, promote and deliver health and wellbeing offer to respond to survey and in line with national guidance and aligned with system arrangements	Corporate	In progress
	Align health and wellbeing offer to revised Occupational Health service	Corporate	Revised to Q3 to align with OH/EAP service transfer
	Ensure all staff are aware, have easy access to time allowed for health and wellbeing activities and support	Directorate/Service and Team	Ongoing
	Review and revise HR policies in line with A Fair Experience for All and Just and Restorative principles and practice	Corporate	To be reviewed as part of the ICB EDI programme
	Review communication channels and access to support for staff to raise concerns	Corporate/Directorates	Completed in 23/24 and ongoing
	Review Flexible Working Policies and guidance in line with national and regional frameworks	Corporate	In progress
	Ensure all staff have the opportunity to request flexibility and wherever possible be offered flexible working	Directorate/Service and Team	In progress
	Further develop, embed and promote the role of the Wellbeing and Inclusion Guardian	Corporate and Directorate	Completed in 23/24 and ongoing

Key Priority	Priority Actions	Lead	Status
Equity and Inclusion	Embed and maintain EQIA approach, best practice and learning	Corporate	Complete
	Review support and development of Staff Networks including formal links into ICB governance arrangements	Corporate	In progress
	Ensure staff network chairs have dedicated time allocated to support the networks	Directorate/ Services and teams	In progress
	Implement an inclusive recruitment process, practice and guidance to support the change programme	Corporate	Complete
	Scope and assess the requirements for implementing a programme to enable the ICB to be an anti-racist organisation and to tackle inequality	Corporate (with networks)	To be reviewed as part of the ICB EDI programme
	Establish targets and monitor and report on to Board improvements in leadership representation (model employer goals) and disparity ratios	Corporate	To be reviewed as part of the ICB EDI programme
	Further promote and embed the NCL Workplace Adjustment Passport and guidance for managers	Corporate	In progress
	Deliver and continuously improve the support and development of networks	Corporate	In progress
	Design and launch a programme to enable the ICB to be an anti-racist organisation and to tackle inequality	Corporate (with networks)	To be reviewed as part of the ICB EDI programme
	Review management and oversight of local investigation and disciplinary procedures in line with the 7 recommendations outlined in a Fair Experience for All	Corporate	To be reviewed as part of the ICB EDI programme
Team and System Working	Deliver change and transition sessions for teams and staff	Corporate and Directorate	Complete
	Agree methodology for high performing teams	Corporate	Complete
	Deliver high performing team development programme	Directorate	In progress
	Deliver Board Development programme (subject to outcome of the Board effectiveness review)	Corporate	Revised to Q3
	Develop and implement Good Practice Guide for effective team communication, knowledge and information sharing.	Corporate and Directorate	In progress

Phase/Year 2 Workforce Priorities



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- ✓ 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.

Phase/Year 2 Workforce Priorities



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- ✓ 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.
- ✓ Refresh and continue the **core skills for managers programme**.
- ✓ Roll out of **leadership competency framework** and Directors senior **leadership development programme**

Phase/Year 2 EDI Workforce Priorities



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The equity and inclusion part of the ICB's phase 2 plan will now move beyond the scope of the initial 3-year OD plan. 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 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
- ❑ 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.