



North Central London
Integrated Care Board

NCL ICB Organisational Development Plan 2023-26

25 July 2023



NCL ICB Organisational Development Plan 2023-2026

ICB Board 25 July 2023

1.0 Overview of Report

This paper provides an overview of the North Central London Integrated Care Board (NCL ICB) Organisational Development (OD) Plan. The purpose of the report is to provide the Board of Directors with detail on the ambition the OD Plan is seeking to achieve, the sources of the feedback from staff and insights from people performance data that have informed the plan. It summarises the key priorities, key actions, benefits and outcomes that are required to achieve the ambition and includes the key indicators the NCL ICB will use to measure success. A summary of the priority actions that will be completed between now and March 2024 is also included. Finally, some recommended next steps are proposed. The Board is asked to approve the plan.

2.0 Purpose of the NCL ICB OD Plan

2.1 The NCL ICB stood up as a new statutory organisation on 1 July 2022. This was an amalgamation of the five clinical commissioning groups (CCGs) that had merged to become NCL CCG in April 2021 during the COVID pandemic plus the some of the London Shared Services which were disbanded on 30 June 2022.

2.2 The first year has been a transitional year. We have spent the past year working through our new organisational design, including our operating model and ways of working. This has been approached through a zero-based organisational redesign programme, that is currently in the consultation phase. This approach has enabled the Executive Team to have a clearer picture of the current position of the organisation from a cultural, capability and capacity perspective.

2.3 The organisation is still in its nascent phase and as it matures, the organisational development plan forms the essential third pillar of our programme¹, which seeks to develop the culture, capability, and capacity to enable us to deliver on our Population Health and Integrated Care Strategy and as such, the four aims of an ICB².

2.4 The overall aim of the NCL Organisational Development (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.

2.5 It sets out the goals and interventions that research suggests will deliver culture change and create truly compassionate and inclusive working environments as set out in the NHS People Promise. The NHS England Culture and Leadership Framework has been adapted for this purpose³.

2.6 The OD Plan outlines those actions required to improve staff experience as reported in the NHS Staff Survey, Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) and Gender Pay Gap Report.

¹ Pillar One: Organisational Design Pillar Two: Ways of Working (operating model) and Pillar Three: Organisational Development

² 1) Improving outcomes in health and healthcare 2) tackling inequalities in outcomes, experience and access 3) enhancing productivity and value for money 4) helping the NHS to support broader social and economic development

³ [NHS England » The Culture and Leadership programme](#)

- 2.7 Success and impact will be measured through clear performance indicators, driven by people's experience and how their experiences compare with peers and other industries, for example, through the staff survey, pulse checks and workforce performance data.
- 2.8 Given the size of the challenge of rebasing the organisation and developing a collective cultural shift to improve on our staff survey results and our WRES and WDES position, this is a single, overarching medium term plan rather than one year staff survey action plans. Delivery of the plan will be in three phases, with the aim of building to maturity over the next three years.
- 2.9 A detailed plan has been developed and is presented for phase one. Further plans will be developed that will consider an evaluation of the work in phase 1, refreshed and further insights and feedback from staff and any local, system and national strategic and policy changes.

3.0 Feedback and Insights

- 3.1 The OD Plan has been designed taking into consideration feedback and insights from a number of sources including the national NHS staff survey, findings from the organisation change and ways of working workstreams, and workforce performance data.
- 3.2 Feedback and insights from the staff networks, the Joint Partnership Group (trade union partnership working), WRES, WDES, Gender Pay Gap reports and the May 2023 ICB Health and Wellbeing Survey are also included in this version.
- 3.3 Further iterations will include feedback from Equality Delivery System (EDS) 2022, violence and abuse by patients and the public working group and the NCL ICB Equalities Plan.
- 3.4 Details of the feedback and insights are presented in the accompanying slide pack and are presented aligned to the NHS People Promise⁴ and Staff Survey themes to enable better measurement of improvements in staff experience.

4.0 Key Priorities

- 4.1 To ensure the NCL ICB can achieve its ambition as set out in section 2.4, six evidence based key priorities and goals have been identified.

These are:

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.

⁴ [NHS England » Our NHS People Promise](#)

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.

- 4.2 A summary of the key priorities, associated actions, expected outcomes and success measures can be found in Appendix 1.

5.0 Phase 1 High Priority Actions (now to March 2024)

- 5.1 A detailed summary of the Phase 1 plans, timescales for delivery and associated lead responsibilities can be found in Appendix 2. Further details can be found in the accompanying slide pack.

- 5.2 The top 12 key priority actions are as follows:

- ✓ Launch and embed refreshed NCL ICB Values and behaviours framework.
- ✓ Implement and continuously review new roles and job descriptions in line with new organisation structure, operating model and culture.
- ✓ Launch and embed inclusive recruitment practices through debiasing recruitment and the introduction of diverse panels as standard, starting with the organisational change programme.
- ✓ Further strengthen staff engagement and communication activity.
- ✓ Promote, maximise and ensure easy access to a refreshed health and wellbeing offer, delivering specific tailored health and wellbeing, training and advice and guidance for all staff throughout the change programme.
- ✓ Complete an NCL ICB training needs analysis (TNA) that reflects the requirements for the new operating model including quality improvement, strategic commissioning, and core Mandatory Training.
- ✓ Develop and embed a leadership competency and assessment process and design and deliver a leadership and management development offer aligned to and in collaboration with national and system programmes.

- ✓ 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.
- ✓ Design and launch a programme to enable the ICB to be an anti-racist organisation and to tackle inequality.
- ✓ Review support and development for staff networks
- ✓ Co-design a values-based performance management and appraisal process
- ✓ Embed best practice in team health and effectiveness throughout the organisation.

6.0 Measuring success

6.1 A range of measures building on the current methods are proposed to evaluate and monitor the success and impact of the NCL OD Plan. Details can be found in Appendix 2, and they include for example:

- 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

6.0 Governance

6.1 The NCL ICB OD Plan is a key enabler to delivering the NCL ICB strategy and change programme and delivery and impact will be monitored and reported to the People and Culture Oversight Group (PCOG).

7.0 Next Steps

7.1 Subject to approval, launch and promote the plan through a variety of communication channels and throughout the organisation to raise awareness, gain commitment and engage staff in its delivery.

7.2 Further develop the key workstreams for delivery including leads, roles and responsibilities at a senior leadership and directorate level.

7.3 The NCL ICB Board to consider how they will adopt the principles set out in the OD Plan.

8.0 Recommendation

8.1 The NCL ICB Board of Directors are asked to approve the OD Plan and to endorse it as the medium-term approach and action plan to address the results of the staff survey, WRES and WDES results in particular.

Appendix 1

Summary of the key priorities, associated actions, expected outcomes and success measures for the next three years.

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

Key Priority	Priority Actions	Benefits and outcome	Measuring impact
<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

Appendix 2

Summary of the Phase 1 plans, timescales for delivery and associated lead responsibilities.

Key Priority	Priority Actions	Lead	Completion date
Vision and Values	Codesign of vision and values and behaviours framework	Corporate	Q2
	Redesign corporate induction to reflect vision and values and create an interactive experience	Corporate	Q4
	Design and provide easy access to an online on boarding resource	Corporate	Q4
	Design and implement a local values-based induction	Directorate	Q4
	Ensure staff are aware of, have access to, and dedicated time to complete corporate and local induction activities	Service/Team	Ongoing
	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	Ongoing
Goals and Performance	Review and implement new roles and job descriptions in line with new organisation structure, operating model and culture	Corporate and Directorate	Q3
	Review ER reporting arrangements to include any trends in variation, themes and disparity		Q3
	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	Q4
	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	Q4
	Establish target (of at least 90% of staff), monitor and report on quality of and appraisal compliance	Corporate	Q4
	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	Ongoing

Key Priority	Priority Actions	Lead	Completion date
Learning and Innovation	Deliver Leading Change programme for managers and staff	Corporate	Q2
	Review and revise online mandatory core training in line with new roles and ways of working and in line with national standards	Corporate	Q4
	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	Q3
	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	Q3
	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	Q4
	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	Q4
	In partnership with national and local stakeholders commission where required and deliver revised Leadership and Management Development offer	Corporate	Q3
	With system partners embed a training and development programme to strengthen skills in quality improvement (IMPACT)	Corporate and Directorates	Q4
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	Q2
	Align health and wellbeing offer to revised Occupational Health service	Corporate	Q4
	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	Ongoing
	Review communication channels and access to support for staff to raise concerns	Corporate/Directorates	Q2
	Review Flexible Working Policies and guidance in line with national and regional frameworks	Corporate	Q4
	Ensure all staff have the opportunity to request flexibility and wherever possible be offered flexible working	Directorate/Service and Team	Ongoing
	Further develop, embed and promote the role of the Wellbeing and Inclusion Guardian	Corporate and Directorate	Ongoing

Key Priority	Priority Actions	Lead	Completion date
Equity and Inclusion	Embed and maintain EQIA approach, best practice and learning	Corporate	Q2
	Review support and development of Staff Networks including formal links into ICB governance arrangements	Corporate	Q2
	Ensure staff network chairs have dedicated time allocated to support the networks	Directorate/Ser vices and teams	Q2
	Implement an inclusive recruitment process, practice and guidance to support the change programme	Corporate	Q2
	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)	Q3
	Establish targets and monitor and report on to Board improvements in leadership representation (model employer goals) and disparity ratios	Corporate	Q4
	Further promote and embed the NCL Workplace Adjustment Passport and guidance for managers	Corporate	Q4
	Deliver and continuously improve the support and development of networks	Corporate	Q4
	Design and launch a programme to enable the ICB to be an anti-racist organisation and to tackle inequality	Corporate (with networks)	Q3
	Review management and oversight of local investigation and disciplinary procedures in line with the 7 recommendations outlined in a Fair Experience for All	Corporate	Q4
Team and System Working	Deliver change and transition sessions for teams and staff	Corporate and Directorate	Q3
	Agree methodology for high performing teams	Corporate	Q3
	Deliver high performing team development programme	Directorate	Q4
	Deliver Board Development programme (subject to outcome of the Board effectiveness review)	Corporate	Q4
	Develop and implement Good Practice Guide for effective team communication, knowledge and information sharing.	Corporate and Directorate	Q4